

SAMPLE · SHORT-TERM RENTALS

# Quarterly Business Analysis

## Vacation Rental Business

**Prepared for the owner of Vacation Rental Business.** Your main numbers as of 31 March 2027. This is your second quarterly analysis. We run a new one every three months.  
Prepared by Sannidhi, Santa Cruz, California.

This is a sample. Vacation Rental Business is a fictional company and every figure in this document is invented. The format is what a real client receives every quarter.

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**From your data** means counted from your own records. **Our estimate** means a projection, with its assumption stated.

**Gross bookings** means the rent guests paid for all 16 homes, before platform fees and lodging tax.

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## The short version

Eight of your ten main numbers are working, one is on watch, and one needs adjusting.

### WHAT IS WORKING

- **Guests get an answer in minutes, at any hour.** 96% of inquiries were answered within one hour, up from 42%. FROM YOUR DATA
- **More of those guests book.** 31.0% of inquiries became a booking this quarter, up from 25.0%. This is the number that needed adjusting last quarter. FROM YOUR DATA
- **More winter nights sold.** January to March occupancy was 48.4%, against 43.5% in the same months a year earlier. FROM YOUR DATA
- **Every owner statement has gone out on time for six months.** 66 of 66. FROM YOUR DATA
- **Your evenings are mostly your own.** You estimate 11 hours a week on guest messages, down from 26. *Your estimate.*

### WHAT NEEDS ADJUSTING

- **More homes were not ready at check in time.** 8.8% of turnovers finished late this quarter, up from 5.5%. Selling short gaps means more guests leave and arrive on the same day, and your cleaners have less time. FROM YOUR DATA

### THE THREE THINGS TO FIX NEXT QUARTER

1. Fix same day turnovers before summer. This needs a decision from you.
2. Review summer prices at homes 1, 6 and 7, which book up far ahead.
3. Settle the plan for homes 4 and 13, which still earn less than they cost.

## Your scorecard

| MAIN NUMBER                                            | 30 SEPTEMBER 2026    | 31 DECEMBER 2026 | 31 MARCH 2027 | READING                       |
|--------------------------------------------------------|----------------------|------------------|---------------|-------------------------------|
| Gross bookings, last 12 months                         | \$1,480,000          | \$1,498,500      | \$1,516,800   | WORKING                       |
| Occupancy, January to March                            | 43.5% a year earlier |                  | 48.4%         | WORKING                       |
| Average nightly rate, January to March                 | \$338 a year earlier |                  | \$331         | WATCH                         |
| Unsold gap nights, last 12 months                      | 318                  | 291              | 259           | WORKING                       |
| Inquiries answered within one hour, in the quarter     | 42%                  | 93%              | 96%           | WORKING                       |
| Inquiries that became a booking, in the quarter        | 25.0%                | 24.2%            | 31.0%         | WORKING , after an adjustment |
| Direct bookings, share of gross bookings               | 21%                  | 22%              | 23%           | WORKING                       |
| Turnovers finished after check in time, in the quarter | 5.5%                 | 4.7%             | 8.8%          | ADJUST                        |
| Owner statements sent on time, in the quarter          | 62%                  | 100%             | 100%          | WORKING                       |
| Your hours a week on guest messages                    | 26                   | 14               | 11            | WORKING                       |

Gross bookings is read as working with a caution. It is up 2.5% in six months. Those six months were your quiet season, and most of your income for the year comes in summer. Summer will show whether the gains hold.

Occupancy and nightly rate are compared with the same winter months a year earlier, because winter cannot be judged against the full year. From October to December, occupancy was 53.0% against 49.3%, and the rate was \$370 against \$371.

The nightly rate is on watch. It fell by \$7 in January to March. That is the cost of selling gap nights, which sell for less. Part 3 says more.

## What worked, and why we think so

**Answering.** Every inquiry now gets a reply in your voice, at any hour. The median reply this quarter took 4 minutes. Questions about refunds, safety or an upset guest still go to a person, and 37 did this quarter. 10

inquiries that arrived between 8 in the evening and 8 in the morning, and were answered within minutes, became bookings worth \$11,800. FROM YOUR DATA

**Gap nights.** The gap night rule was switched on for the 10 homes that lacked it in October. 47 gap nights have sold since, for \$13,160, an average of \$280 a night. FROM YOUR DATA

**Inviting guests back.** An invitation went to the 1,240 past guests with an email address in October, and again in January. 9 stays were booked with the invitation's code, worth \$11,340. All 9 were direct.

FROM YOUR DATA

**Email addresses.** Guests are now asked for an email when they sign the rental agreement. You hold one for 1,498 guests, up from 1,240. FROM YOUR DATA

**One record for each home.** Every complaint in a guest message or review is added to the maintenance spreadsheet the same day, with a person and a date. Items open more than 30 days fell from 17 to 3. Two guests this half year complained about something already logged, against 23 in the year before.

FROM YOUR DATA

**Cleaning.** Photos are now required to close a turnover, and they arrive for 94% of them. Stays that began with a cleaning complaint fell from 7.3% to 3.9% this quarter. FROM YOUR DATA

**Statements.** Cleaner invoices and repair bills are entered once. Each statement is checked against them on the 5th and sent by the 10th. Your office manager now spends about 1 hour a week on this, down from 6. *From your data and your office manager's estimate.*

**Reviews.** Home 4 rose from 4.52 to 4.63. Homes 9 and 13 are at 4.55 and 4.43, still below 4.6.

FROM YOUR DATA

**Owners.** No owner has left in six months. Your largest owner renewed for a year in February. That owner is still 39% of your commission, and that reliance has not changed. FROM YOUR DATA

**Gross bookings the records tie to this work, in six months: \$36,300.** That is \$13,160 from gap nights, \$11,340 from invitations, and \$11,800 from night inquiries answered within minutes. About \$17,900 of it was your own revenue. *Our estimate, at the same share as the first analysis.* You have paid Sannidhi \$3,000 in that time.

Gross bookings for these six months were \$36,848 higher than for the same six months a year earlier. The two figures are close, which supports the link. The records show each booking followed one of these actions. They cannot prove that none of those bookings would have happened anyway.

**What it cost you.** Three things, and you should see them beside the gains.

- **A lower nightly rate.** Gap nights sold at \$280 against a winter average of \$331.
- **Higher cleaning pay.** You raised cleaner pay by \$10 a turnover when photos became required. Across 418 turnovers that is \$4,180. FROM YOUR DATA
- **One cleaning team.** One of your seven teams stopped working with you in November over the photo requirement.

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## What we adjusted last quarter, and what happened

In December, replies were fast and bookings had not followed. 93% of inquiries were answered within an hour, and only 24.2% became a booking, slightly below where you started.

We read all 132 inquiries from that quarter. 53 of them asked about price: a discount for a longer stay, a lower rate for midweek, or the total cost with fees. Those were being passed to a person, and they waited. The other replies answered the question and stopped there.

We changed two things. Every reply now ends with a quote from OwnerRez for the dates the guest asked about, with a link to book. And price questions are answered at once within limits you set in January: up to 10% off for five nights or more outside summer, and nothing lower without you.

This quarter, 49 of 158 inquiries became a booking, or 31.0%. In the same months a year earlier it was 23.6%. FROM YOUR DATA

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## What needs adjusting now

**Same day turnovers are now causing the delays.** Shorter stays and sold gap nights mean more guests leave and arrive on the same day. This quarter 104 of 204 turnovers were same day, or 51%. A year of records before that showed 38%. FROM YOUR DATA

Your cleaners have the same five hours between check out and check in. 18 turnovers finished late this quarter, and 15 of them were same day turnovers. FROM YOUR DATA

This is a winter figure. Summer has more than twice as many turnovers a week, and one cleaning team fewer than last year.

**The decision for you.** There are three ways to handle it, and they can be combined.

- **Pay a same day premium of \$25 a turnover** and bring on a seventh team. At last summer's count of same day turnovers that is about \$3,400 for June to August. *Our estimate, at 136 same day turnovers.*
- **Move check in from 4 to 5 in the afternoon** on same day turnover days only. It costs nothing. Some guests will not like it.
- **Stop selling one night gaps in summer.** It protects the cleaners and gives up some of the nights Fix 2 was built to sell.

We recommend the first two together. The decision is yours, and the message to cleaners is drafted for you to read.

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## Supporting numbers that moved

| NUMBER                                                        | 30 SEPTEMBER 2026 | 31 MARCH 2027        |
|---------------------------------------------------------------|-------------------|----------------------|
| Median time to first reply, all inquiries                     | 1 hour 50 minutes | 4 minutes            |
| Inquiries never answered                                      | 40 a year         | None in six months   |
| Your guest messages sent 8 in the evening to 8 in the morning | 1,460 a year      | 41 this quarter      |
| Homes with a gap night rule switched on                       | 6 of 16           | 16 of 16             |
| Homes with a base price unchanged for 18 months               | 9 of 16           | 0 of 16              |
| Past guests with an email address on file                     | 1,240             | 1,498                |
| Stays that began with a cleaning complaint                    | 7.3%              | 3.9% this quarter    |
| Turnovers with photos uploaded                                | 30%               | 94%                  |
| Same day turnovers                                            | 38%               | 51% this quarter     |
| Maintenance items open more than 30 days                      | 17                | 3                    |
| Homes with a review score below 4.6                           | 3                 | 2                    |
| Refunds and credits to guests                                 | \$14,280 a year   | \$1,640 this quarter |
| Office hours a week entering expenses twice                   | 6                 | 1                    |
| Working logins held by people who have left                   | 5                 | 0                    |
| Software cost a year                                          | \$14,640          | \$13,704             |

**A caution on refunds.** \$1,640 in a quarter looks far better than \$14,280 in a year. Most refunds happen in summer, when the homes turn over fastest. Do not read this as solved until September.

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## Changes to what we measure

- **Added to the scorecard:** same day turnovers as a share of all turnovers. It was not a problem six months ago and it drives the late finishes now.
- **Retired from the scorecard:** owner statements sent on time. It has been 100% for two quarters and is now checked every month without a report. If one goes out late, you will hear the same day.

The list of numbers is expected to change as the business does.

## Next quarter

| FIX                   | WHAT GETS DONE                                                                                                                                                                                      | WHAT WE WILL WATCH                                                               |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| 1. Same day turnovers | If you approve, the same day premium starts on 1 May, a seventh team is brought on, and check in moves to 5 on same day turnover days.                                                              | Turnovers finished late. Same day turnovers. Cleaning complaints.                |
| 2. Summer prices      | 74% of summer nights at homes 1, 6 and 7 were booked more than 90 days ahead last year. We test a higher base price for two July weeks at each, with your approval, and compare how fast they sell. | Nightly rate, June to August. Days ahead that summer nights book.                |
| 3. Homes 4 and 13     | Home 4 gets the repairs its reviews name. For home 13, we prepare the figures for your talk with its owner: fund the repairs, change the agreement, or stop managing that home.                     | Review score and occupancy at both homes. What each earns against what it costs. |

**Cost.** Sannidhi: \$500 a month, unchanged. No new software. If you approve the same day premium, about \$3,400 in extra cleaner pay over the summer. **OUR ESTIMATE**

## What we still cannot tell

- **Whether the gains hold in summer.** Everything above was measured in your quiet season.
- **How many website visitors start a booking and stop.** Visitor tracking went on in November. A full year is needed before the numbers mean much.
- **Why owners leave.** Nobody has left since the reason field was added, so it is still empty. That is good news and it is also no evidence yet.



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